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ABSTRACT

A study investigated whether or not the job satisfaction of athletic coaches is influenced by the fact that their sports were revenue or nonrevenue producing. A revenue sport was identified as one being able to sustain itself financially within the university (baseball, football, basketball). Nonrevenue sports were identified as tennis, swimming, golf, and field and track. Head coaches from 95 colleges responded to a personal data sheet and a 50-item job satisfaction questionnaire. Findings revealed: (1) Coaches of nonrevenue sports had higher work demand satisfaction; (2) Coaches of revenue sports achieved higher mean scores on job satisfaction; (3) Coaches of revenue sports were more satisfied with the administration/organizational phase of their job; (4) Most of the coaches were dissatisfied with their salary; (5) Both groups were fairly satisfied with their job security; (6) Both groups were satisfied with their personal initiative on the job; (7) Coaches in revenue sports were more satisfied with the recognition they received; (8) Both groups were fairly satisfied with the racial balance in their working environments and organizational aspects of their jobs; and (9) The coaches overall were satisfied with their jobs. Implications for school administrators are discussed. (JD)

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DIFFERENCES IN JOB SATISFACTION OF COACHES IN REVENUE AND NON-REVENUE SPORTS

THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE HAS BEEN OF CONTINUAL CONCERN TO RESEARCHERS AND PRACTITIONERS ALIKE. A THEORETICAL BASIS FOR MANY OF THE STUDIES WAS THE ASSUMPTION THAT SATISFACTION WAS THE DIRECT CAUSE OF JOB PERFORMANCE (HERZBERG, MAUSUER, AND SYNDERMAN, 1959). ACCORDING TO SOME WORK DESIGN RESEARCHERS, PERFORMANCE IS LINKED TO SATISFACTION AND THE NATURE OF THIS LINKAGE IS DETERMINED BY THE INTRINSIC AND EXTRINSIC FACTORS OF THE JOB.

OVER THE YEARS CONSIDERABLE RESEARCH HAS BEEN PUBLISHED TO SUPPORT THE IMPORTANCE OF EXTRINSIC REWARDS IN DETERMINING THE DIFFERENCE BETWEEN JOB SATISFACTION AND JOB PERFORMANCE (CHERRINGTON, REITZ AND SCOTT, 1971; YUKI, WEXLEY AND SEYMORE, 1972). ALTHOUGH CONSISTENT SIGNIFICANT RESULTS HAVE BEEN OBTAINED IN STUDIES OF JOB SATISFACTION, WORK DESIGN RESEARCH IS NOT WITHOUT ITS SHORTCOMINGS. NOTABLE AMONG THESE IS THE FAILURE OF RESEARCHERS TO ATTEND TO JOBS OTHER THAN THOSE PERFORMED BY INDUSTRY. THAT IS, RESEARCHERS HAVE NOT CONSIDERED THE POSSIBILITY THAT THE TYPES OF SPORTS COACHED BY AN INDIVIDUAL MIGHT HAVE A SIGNIFICANT IMPACT ON JOB SATISFACTION.

FROM A WORK DESIGN PERSPECTIVE, THIS SUGGESTS THAT JOB SATISFACTION OF ATHLETIC COACHES MIGHT BE SUBSTANIALLY INFLUENCED BY THE SPORTS THEY ARE COACHING. THUS, AN ATHLETIC COACH MAY BE MORE OR LESS SATISFIED DEPENDING UPON WHETHER THE SPORT HE OR SHE COACHES IS A REVENUE OR NON-REVENUE PRODUCING SPORT.

THERE IS, HOWEVER, SOME INDICATION THAT INTRINSIC REWARDS OF A SPORT ARE RELATED TO THE INDIVIDUAL CHARACTERISTICS OF THE COACH OF THAT SPORT. STILL TO BE SPECIFICALLY TESTED, HOWEVER, IS THE IMPACT OF THE SO CALLED "REVENUE SPORTS" AND "NON-REVENUE SPORTS" ON JOB SATISFACTION. THE PURPOSE OF THIS INVESTIGATION WAS TO ASCERTAIN THE DIFFERENCES IN JOB SATISFACTION OF COACHES IN REVENUE AND NON-REVENUE SPORTS. THE HYPOTHESES TESTED WERE:

1. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE JOB SATISFACTION VARIABLES BETWEEN COACHES OF REVENUE SPORTS AND COACHES OF NON-REVENUE SPORTS.
2. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN TOTAL JOB SATISFACTION BETWEEN COACHES OF REVENUE SPORTS AND COACHES OF NON-REVENUE SPORTS.
3. THERE WILL BE NO SIGNIFICANT DIFFERENCE IN THE JOB SATISFACTION AMONG COACHES OF REVENUE AND NON-REVENUE WHEN SALARY IS USED AS A FUNCTION.
4. THROUGH DISCRIMINANT ANALYSIS UTILIZING JOB SATISFACTION VARIABLES, CAN COACHES BE CLASSIFIED INTO ONE OF TWO POPULATIONS, WHICH HAVE BEEN IDENTIFIED AS REVENUE AND NON-REVENUE SPORTS.

METHOD OF PROCEDURES

THE POPULATION FOR THIS STUDY WAS RESTRICTED TO 95 PUBLIC INSTITUTIONS LOCATED IN THE SOUTHEAST REGION OF THE UNITED STATES. THE COLLEGES AND UNIVERSITIES SELECTED WERE ALL MEMBERS OF THE NCAA OR THE NAIA. A TOTAL NUMBER OF 513 COACHES PARTICIPATED IN THE STUDY. OF THE 513 COACHES, RESPONSES WERE RECEIVED FROM 91 BASKETBALL COACHES; 84 TENNIS COACHES, 77 TRACK AND FIELD COACHES; 71 BASEBALL COACHES; 75 GOLF COACHES;

71 FOOTBALL COACHES; AND 44 SWIMMING COACHES. ALL RESPONSES CAME FROM THE HEAD COACHES OF EACH DESIGNATED SPORT.

A PERSONAL DATA SHEET AND A 50-ITEM QUESTIONNAIRE WERE USED TO COLLECT DATA. THE PERSONAL DATA SHEET INCLUDED THE VARIABLES MOST OFTEN CITED IN THE LITERATURE WHEN ANALYZING JOB SATISFACTION DATA (AGE, SALARY, MARITAL STATUS, ETC.).

THE 50-ITEM JOB SATISFACTION QUESTIONAIRE PRODUCED 13 SUB-SCORES AND A TOTAL JOB SATISFACTION SCORE. THE INSTRUMENT WAS DESIGNED FOLLOWING THE SUMMATIVE MODEL WITH A LIKERT SCALE RUNNING FROM 1-5. THE MAXIMUM POSSIBLE FOR EACH OF THE 13 SUB-SCORES WAS 20; WHILE 260 REPRESENTED THE MAXIMUM SCORE FOR TOTAL JOB SATISFACTION.

THE DATA WERE ANALYZED USING DESCRIPTIVE STATISTICS, ANALYSIS OF VARIANCE; AND FACTOR AND DISCRIMINANT ANALYSIS.

FOR THE PURPOSE OF THIS STUDY A REVENUE SPORT WAS IDENTIFIED AS ONE BEING ABLE TO SUSTAIN ITSELF FINANCIALLY WITHIN THE UNIVERSITY. SOME OF THESE SPORTS WERE BASEBALL, FOOTBALL AND BASKETBALL. ON THE OTHER HAND, A NON-REVENUE SPORT WAS IDENTIFIED AS ONE BEING UNABLE TO SUSTAIN ITSELF FINANCIALLY WITHIN THE SCHOOL. SOME OF THESE SPORTS WERE TENNIS, SWIMMING, BASEBALL, AND TRACK AND FIELD.

RESULTS

THE MEANS, STANDARD DEVIATIONS, AND F-RATIOS FOR ALL OF THE JOB SATISFACTION SUB-SCORES ARE PRESENTED IN TABLE 1.

WORK DEMAND

DATA FOR THE SUB-SCORES RELATING TO WORK DEMAND REFLECTED A SIGNIFICANT DIFFERENCE BETWEEN THE TWO GROUPS OF COACHES. THIS WAS INTER-

PRETED TO MEAN THAT COACHES OF NON-REVENUE SPORTS HAD HIGHER WORK DEMAND SATISFACTION THAN COACHES OF REVENUE SPORTS.

WORKING CONDITION

THE SUB-SCORES FOR WORKING CONDITIONS ALSO INDICATED A SIGNIFICANT DIFFERENCE BETWEEN THE TWO GROUPS OF COACHES. COACHES WORKING IN REVENUE SPORTS ACHIEVED HIGHER MEAN SCORES ON JOB SATISFACTION THAN COACHES OF NON-REVENUE SPORTS.

ADMINISTRATION/ORGANIZATION

DATA RELATED TO THE COACHES' SATISFACTION WITH THE ADMINISTRATION OF THE DEPARTMENT/INSTITUTION INDICATED A SIGNIFICANT DIFFERENCE BEYOND .01 LEVEL. THIS WAS INTERPRETED TO MEAN THAT COACHES OF REVENUE SPORTS WERE MORE SATISFIED WITH THE ADMINISTRATION/ORGANIZATIONAL PHASE OF THEIR JOB.

PAY/SALARY

ANALYSIS OF THE SUB-SCORE DATA AND THE ANOVA RESULTS REFLECTED A SIGNIFICANT DIFFERENCE BETWEEN THE COACHES. MOST OF THE COACHES APPEARED, HOWEVER, TO BE DISSATISFIED WITH THEIR PAY/SALARY.

JOB SECURITY

ANALYSIS OF THE SUB-SCORE DATA FOR JOB SECURITY INDICATED NO SIGNIFICANT DIFFERENCE BETWEEN THE TWO GROUPS OF COACHES. THE MEAN SCORE ACHIEVED BY THE COACHES OF REVENUE SPORTS WAS 14.44, WHILE THE COACHES OF NON-REVENUE ACHIEVED SPORTS ACHIEVED A MEAN SCORE OF 14.56. THIS WAS INTERPRETED TO MEAN THAT BOTH GROUPS OF COACHES WERE FAIRLY SATISFIED WITH THEIR JOB SECURITY.

Personal Initiative

The analysis of the sub-scores associated with personal initiative indicated no significant difference between the coaches. The total sub-scores for both groups indicated that the coaches were satisfied with their personal initiative on the job.

Recognition

The data analysis of the sub-scores for recognition produced significant differences between the two groups of coaches. This was interpreted to mean that coaches in revenue sports were more satisfied with the recognition they received than coaches working with non-revenue sports.

Racial Matching

Analysis of the sub-scores for racial matching and its association with job satisfaction indicated that no differences existed between the coaches. The mean scores of 15.08 and 14.86 respectively indicated that both groups of coaches overall were fairly satisfied with the racial balance in their working environments.

Organization

The analysis of the data related to the organization indicated significant differences between the coaches having sub-scores means of 14.79 and 14.53, respectively.

The revenue and non-revenue groups were fairly satisfied with the organizational aspect of their jobs. Although both groups of coaches were fairly satisfied, a significant difference did exist between them.

Personal Satisfaction, Satisfaction with Work, Work Difficulty

Decision-making and the sub-scores for personal satisfaction, satisfaction with work, work difficulty, and decision-making indicated no significant difference between the two groups of coaches. Job satisfaction sub-score means for each of the variables revealed that the coaches were fairly satisfied with their work, personal satisfaction, work difficulty, and the decision-making of their work.

Total Job Satisfaction

Data analysis for the variables on total job satisfaction revealed no significant difference between the two group of coaches. This was interpreted to mean that the coaches were satisfied overall with their job.

Salary as a Function

A second purpose of this investigation was to test the hypothesis of job satisfaction when salary is used as a function. As shown in Table 2, eight of the 13 sub-scores on job satisfaction were significantly different among the coaches. This finding was in keeping with Lawler's model that, other thing being equal, individuals with lower salaries will be less satisfied than individuals with higher salaries. Coaches of revenue or non-revenue sports who indicated that their salaries were insufficient also reflected dissatisfaction on each of the sub-scores.

Factor and Discriminant Analysis

To test the hypothesis whether there was a significant difference in the job satisfaction between group membership of coaches of revenue and non-revenue sports, a factor and discriminant analysis was employed.

THE VARIMAX ROTATED FACTOR MATRICES FOR THE 13 SUB-SCALES ON JOB SATISFACTION ARE PRESENTED IN TABLE 3. THIS ANALYSIS INDICATED THAT THE 13 SUB-SCALES ON JOB SATISFACTION CLUSTERED AROUND THREE INTERPRETABLE FACTORS:

FACTOR 1, ACCOUNTED FOR 79 PERCENT OF THE COMMON VARIANCE. THE SUB-SCALES COMPRISING THIS FACTOR WERE PAY, ORGANIZATION, AND JOB SECURITY. THIS FACTOR WAS LABELED AS EXTRINSIC SATISFACTION.

FACTOR 2, ACCOUNTED FOR 15 PERCENT OF THE COMMON VARIANCE. THE SUB-SCALES LOADING HIGH ON THIS FACTOR WERE RECOGNITION, PERSONAL SATISFACTION AND PERSONAL INITIATIVE. THIS FACTOR WAS IDENTIFIED AS INTRINSIC SATISFACTION.

FACTOR 3, ACCOUNTED FOR APPROXIMATELY 6 PERCENT OF THE COMMON VARIANCE. THE SUB-SCALES LOADING HIGH ON THIS FACTOR WERE RELATED TO WORKING CONDITIONS AND WORK DEMAND. THIS FACTOR WAS LABELED AS JOB STRESS.

UTILIZING FACTOR SCORES FOR FACTOR 1 AND FACTOR 2, A DISCRIMINANT ANALYSIS WAS EMPLOYED TO IDENTIFY THE LIKELY MEMBERSHIP OF 513 COACHES ACCORDING TO JOB SATISFACTION. AS PRESENTED IN TABLE 4, 63 PERCENT OR 214 OF THE 340 COACHES WHO WORKED IN REVENUE SPORTS WERE IDENTIFIED AS HAVING MEMBERSHIP BEING EXTRINSIC SATISFIERS. ON THE OTHER HAND 54 PERCENT OR 95 OF THE 173 COACHES WHO WORKED IN NON-REVENUE SPORTS WERE CLASSIFIED AS BEING MEMBERS OF INTRINSIC SATISFIERS.

AS SHOWN IN TABLE 4 THE SUB-SCALE VARIABLES WHICH DISCRIMINATED BETWEEN THE TWO GROUPS OF COACHES WERE WORK DEMAND, WORKING CONDITIONS,

ADMINISTRATION, SALARY, AND RECOGNITION. FURTHERMORE, THE DISCRIMINANT ANALYSIS CORRECTLY IDENTIFIED 214 OR 63 PERCENT OF THE 340 COACHES WHO WORKED IN REVENUE SPORTS AND 95 OR 55 PERCENT OF THE 173 COACHES WHO WORKED IN NON-REVENUE SPORTS. THE WILKS LAMBDA FOR THIS ANALYSIS WAS .98199. THE CHI SQUARE TABLED VALUE OF 16.87 WITH TWO DEGREES OF FREEDOM WAS SIGNIFICANT BEYOND THE .01 LEVEL OF CONFIDENCE.

FINALLY, WHAT IMPLICATIONS DO THE FINDINGS OF THIS STUDY HAVE FOR SCHOOL ADMINISTRATORS? SOME SPECIFIC RECOMMENDATIONS PERTINENT TO THE SOUTHEAST REGION ARE OBVIOUS. FOR EXAMPLE, WORK DEMANDS, WORKING CONDITIONS, RECOGNITION, AND THE ORGANIZATION/UNIVERSITY ARE PROMINENT FACETS OF DISSATISFACTION BETWEEN COACHES OF REVENUE AND NON-REVENUE SPORTS. ADDITIONALLY, THIS FINDING MIGHT ALSO APPLY TO SALARY WHEN USED AS A FUNCTION TO ASCERTAIN THE EFFECTS OF PAY AND JOB SATISFACTION. OVERALL SATISFACTION APPEARS TO BE MOST RELATED TO JOB SECURITY, PERSONAL INITIATIVE, RACIAL BALANCE ON THE COACHING STAFF, PERSONAL SATISFACTION, SATISFACTION WITH WORK, WORK DIFFICULTY AND DECISION-MAKING. THE MOST RELEVANT FUNCTIONS IN THIS REGARD MAY BE THE PROVISION OF ENCOURAGEMENT AND SUPPORT, REMOVAL OR AT LEAST REDUCTION OF IRRITANTS THAT EXIST BETWEEN BOTH GROUPS.

TABLE 1

MEANS, STANDARD DEVIATIONS, AND F-RATIOS FOR THE COMPARISON OF ALL SUB-SCORES AND THE TOTAL JOB SATISFACTION SCORE

VARIABLES	REVENUE SPORTS	NON-REVENUE SPORTS	F RATIO
WORK DEMANDS	13.67 (2.88)	14.21 (3.15)	4.17*
WORKING CONDITIONS	14.37 (3.52)	13.86 (3.63)	13.78*
ADMIN/ORGANIZATION	14.20 (3.20)	12.58 (3.32)	23.37*
PAY/SALARY	12.78 (3.98)	10.66 (3.93)	11.52*
JOB SECURITY	14.44 (2.45)	14.56 (2.18)	0.41
PERSONAL INITIATIVE	16.18 (2.32)	16.33 (2.29)	2.33
RECOGNITION	13.38 (3.42)	12.19 (3.75)	6.27*
RACIAL MATCHING	15.08 (2.49)	14.86 (3.11)	0.16
ORGANIZATION	14.53 (3.05)	14.79 (3.00)	4.83*
PERSONAL SATISFACTION	15.66 (1.88)	15.42 (1.90	0.90
SATISFACTION WITH WORK	17.23 (2.21)	17.29 (2.09)	1.21
WORK DIFFICULTY	14.42 (2.52)	14.43 (2.57)	0.11
DECISION MAKING	15.09 (3.10)	15.20 (3.26)	0.24
TOTAL JOB SATISFACTION	191.08 (22.49)	186.22 (22.89)	1.05

*.01 LEVEL OF SIGNIFICANCE

TABLE 2

THE EFFECTS OF SALARY ON JOB SATISFACTION AMONG COACHES OF REVENUE AND NONREVENUE

SUB-AREAS	F-RATIO
WORKING CONDITIONS	4.15*
ADMINISTRATION/ORGANIZATION	4.10*
PAY/SALARY	23.23*
PERSONAL INITIATIVE	3.49*
RECOGNITION	7.15*
ORGANIZATION	8.03*
SATISFACTION WITH WORK	3.40*
DECISION MAKING	3.61*
TOTAL JOB SATISFACTION	9.75*

*.01 LEVEL OF SIGNIFICANCE

TABLE 3

FACTORS THAT ACCOUNTED FOR VARIATION
IN COACHES' JOB SATISFACTION

FACTORS	PERCENT OF VARIATION	TOTAL PERCENT
EXTRINSIC SATISFACTION	79.1	79.1
INTRINSIC SATISFACTION	15.1	94.2
WORKING CONDITIONS	5.8	100.0

TABLE 4

CLASSIFICATION RESULTS OF DISCRIMINANT ANALYSIS
FOR REVENUE AND NONREVENUE SPORTS

GROUPS	N	PREDICTED GROUP MEMBERSHIP	
		FACTOR 1	FACTOR 2
		EXTRINSIC SATISFACTION	INTRINSIC SATISFACTION
REVENUE	340	62.9% (n=214)	37.1% (n=126)
NONREVENUE	173	45.1% (n=78)	54.9% (n=95)

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